

HR Career Roadmap							
		In-company Functions				Consulting Functions	
<b>Entry Level</b>							
	<b>HR Operational Services</b>	Payroll & Administration Officer				Junior Payroll Consultant	
	<b>Business HR</b>	HR Officer				Junior HR consultant	
	<b>HR Communities of Expertise</b>	Recruiter	L&D/Talent Officer			Junior Recruitment Consultant/Researcher      Junior L&D/Talent Consultant	
<b>Professional Level</b>							
	<b>HR Operational Services</b>	Payroll & Administration Specialist		Workforce Planner		Payroll Consultant	
	<b>Business HR</b>	HR Business Partner				HR Consultant	
	<b>HR Communities of Expertise</b>	Recruitment Specialist	L&D/Talent Specialist	Reward Specialist	Labour Relations Specialist	Recruitment Consultant	L&D/Talent Consultant      Reward Consultant
<b>Managerial/Expert Level</b>							
	<b>HR Operational Services</b>	Payroll Manager	HR Analyst	HR Technology Expert	Workforce Planning Expert	Senior Payroll Consultant	HR Analytics Consultant      HR Technology Consultant
	<b>Business HR</b>	Senior HR Business Partner	HR Manager			Senior HR Consultant	
	<b>HR Communities of Expertise</b>	Recruitment Manager	L&D/Talent Manager	Reward Manager	Industrial Relations Manager	Senior Recruitment Consultant	Senior L&D/Talent Consultant      Senior Reward Consultant
<b>Executive Level</b>							
		HR Director/VP HR/ CHRO					
<b>Entry Level</b>	This level is designated for recent graduates, does not require prior experience in the field or profession. The employee is inexperienced and working under supervision. Required entry level diploma for HR functions: Bachelor degree (?) Duration: 1-4 years						
<b>Professional Level</b>	This level requires the employee to work independently. Work-related experience, specific skills and professional degrees are required. The ability to use independent judgment and discretion in performing work duties. A level of specialized knowledge in the HR field with some authority for decision-making. Interaction with a broad range of individuals, including key personnel. Individual accountability for results.						
<b>Managerial/expert Level</b>	The Managerial level supervises small or large groups of employees in departments, divisions or business locations. Managers are deeply involved in the day-to-day operation and have a comprehensive knowledge of their field of specialization.				The Expert Level combines specific expertise and experience in an HR Field with the ability to implement new tools, systems and insights within their domain. It is typically these functions that provide the talent most likely to drive innovation in the organization. They are also required to take on teaching roles.		
<b>Executive Level</b>	This level is part of the Executive team: is responsible for managing the overall HR Department and designing and implementing the HR Strategy. Directors typically manage a few subordinate managers, within the 3 domains: HR Services, HR Business Partners & HR COE's. HR leaders interact across the organisation to drive culture, business strategy, and people strategy.						
<b>HR Operational Services</b>	HR Operational Services is the primary interaction with employees, applicants, and former employees. HR Operational Services enables operating excellence by delivering efficiently and effectively across HR processes, with an emphasis on transactions, reporting and specialized functional services. They can increase their added value by developing specialised services like workforce data analysis and HR technology.						
<b>Business HR</b>	Business HR is closest to the business, acting as the primary interaction with business leaders and managers with an emphasis on talent management and development. They work closely with top business leaders and managers, providing coaching and driving strategic talent priorities, employee engagement, organizational effectiveness, and change management. And, they partner with colleagues in the Communities of Expertise to design and deliver HR programs that leverage the scale of the enterprise yet adapt to directly address business needs.						
<b>HR Communities of Expertise</b>	Communities of Expertise collaborate with Business HR as their primary customer, working with executives in select cases, providing HR programs and process leadership across the operating model, and collaborating with HR Operational Services. Communities of Expertise (CoE) drive leading practices and processes by applying deep HR functional domain knowledge in delivery.						